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### PSC 467.01: Advance Nonprofit Administration

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**Political Science 467 – Advanced Nonprofit Administration  
Spring, 2005 Syllabus**

Instructor: Nancy Leifer

Office: Corbin Hall room 347    Mailbox: Political Science Office, LA 350

E-mail: [nancleifer@aol.com](mailto:nancleifer@aol.com) (not to be used for submission of homework)

Office hours: available most of the time – please make appointment

In addition, I will be in the office Mondays, 1:30-4:30 p.m.

Guest Instructor for Financial Management:

John Filz, Executive Director, Head Start for Ravalli County

**Course Purpose:**

Advanced Nonprofit Administration is designed to give students who have had some background in nonprofit organizations more in-depth exploration of project management in a nonprofit setting. The course focuses on four specific areas of administration:

- Project/program planning and implementation
- Budgeting and financial management
- Grant writing
- Fundraising

These four issue areas are interrelated and will be integrated as the course proceeds. Students will work with a real-life potential project as the focus for their graded assignments. Students can use a project from a nonprofit with which they are working, or locate a project in a nonprofit through the Office for Civic Engagement by contacting Andrea Vernon, Social Science Room 126, phone: 243-5159.

**Textbooks:**

There are two textbooks for the course, chosen to be useful reference documents for students after course completion as well as for use during the course. These are:

Grassroots Grants: An Activist's Guide to Proposal Writing, Second Edition, by Andy Robinson, published in 2004 by Jossey-Bass, San Francisco, California

Secrets of Successful Fundraising: The Best from the Non-profit Pros compiled and edited by Carol Weisman, published in 2000 by F.E. Robbins and Sons, St. Louis, Missouri

These textbooks cover most of the material for the second half of the class.

## Reserve Readings:

Assigned readings for the first half of the class will be on both hard copy and electronic reserve in the Mansfield Library. These readings are taken from a variety of sources, listed below:

*Leadership and Program Development in Nonprofit Organizations*, by Roger M. Weis and Vernon W. Gantt. Peosta, Iowa: Eddie Bowers, 2002.

*Project Planning Workbook*, Practical Concepts, Inc. (now defunct)

*Streetsmart Financial Basics for Nonprofit Managers*, Second Edition, by Thomas A. McLaughlin. New York: John Wiley and Sons, 2002.

*The Complete Guide to Nonprofit Management*, Second Edition, by Smith, Bucklin and Associates, Inc. New York: John Wiley and Sons, 2000.

*The "How To" Grants Manual: Successful Grantseeking Techniques for Obtaining Public and Private Grants*, Third Edition, by David G. Bauer. Phoenix, AZ: American Council on Education and the Oryx Press, 1995.

*The Relentlessly Practical Guide to Raising Serious Money*, by David Lansdowne. Medfield, MA: Emerson and Church, 1997.

## Assignments and Grading Criteria:

Grades will be based on the following assignments:

Draft assignments	design matrix	20%
Student Project design documents: project <del>log frame</del> (10%), network (5%), and responsibility bar chart (5%)		20%
Exam on Financial Management and Budgeting		20%
Student Project Grant Proposal		20%
Student Project Fundraising Plan		20%

Draft assignments: The course is designed to help students develop and apply concepts in each area by practicing the application of concepts to a project common to the class and to their specific nonprofit project. Draft assignments generally will be due in the Instructor's mailbox **by 1:00 p.m. of the Wednesday preceding class**. These assignments will be reviewed and will count 20% of the course grade. Points for practice assignments will be awarded on the basis of timely completion and effort.

Student Project design documents: Students will prepare a ~~log frame~~ <sup>project design matrix</sup>, performance network diagram, and responsibility bar chart for the nonprofit project with which they are working. This assignment will be graded on completeness, demonstration of knowledge of concepts, and thoroughness of thought in the final submitted documents. Drafts of the documents will be included as draft assignments prior to the due date of the final assignment to allow for improvement in using the concepts.

Exam on Financial Management and Budgeting: **This exam will be given on Thursday, March 17,** the last class period before spring break. The exam will test student's ability to read balance sheets and spreadsheets, formulate and understand budgets, and demonstrate knowledge of concepts in the areas of financial management and fiscal control.

Student Project Grant Proposal: Students will prepare a grant proposal for the nonprofit project upon which they are working. This assignment will be graded on completeness and clarity, persuasiveness, and presentation (including spelling, proper word use, and use of headings and space). Drafts of each portion of the grant proposal will be included as draft assignments prior to the due date to allow for development in applying the concepts to the final project grant application. See Grant Proposal assignment sheet for more details.

Student Project Fundraising Plan: Students will prepare a fundraising plan specific to the nonprofit project with which they are working. The plan will include identified sources for income sufficient to cover the project costs plus contingency. See Fundraising Plan assignment sheet for more details.

**Late work:** Final assignments handed in late will be reduced by 1 grade point if handed in by 1 p.m. Wednesday of the week following the week due (i.e., an A will be reduced to a B); by 2 grade points if handed in two Wednesdays following class session in which it was due, etc.

## Course Schedule

DATE	TOPICS	READINGS (to be completed prior to class for which they are assigned)	ASSIGMENTS/DUE DATES
Week 1 Jan. 27	Introduction to Course; Discussion of Potential Projects; Introduction to Project planning; Overview of Logical Framework and project design matrix		
Week 2 Feb. 3	Narrative description of project at 4 levels; Assumptions/Risk management Introduction to QQT's and verification	<b>On Reserve:</b> readings for Week 2: Logical Framework, Section One, pages I 1-5; Section Two, pages II 1-13; and article "Tools for project development within a public action framework" by David Wield.	<b>Assignments due by noon, Wed. Feb. 2:</b> 1. <b>Brief description of student proposed project and nonprofit organization, (one page);</b> 2. <b>Draft of project design matrix column one narrative of food bank project, in instructor's mailbox in Political Science office, LA 350; bring pencil and eraser to class</b>
Week 3 Feb. 10	QQT's and verification Manageable interest Project evaluation Presentation of class projects	<b>On Reserve:</b> readings for Week 3: Logical Framework Section II, pages 13-28; also article "The Sea Change in Nonprofit Human Services: A Critical Assessment of Outcomes Measurement"	<b>Assignments due Wed., Feb. 9, by noon:</b> 1. <b>draft project design matrix column one for student project (also for presentation in class);</b> 2. <b>draft food bank design matrix, in instructor's mailbox in Political Science office – LA 350; bring pencil and eraser to class</b>
Week 4 Feb. 17	Project implementation planning: performance networks and responsibility bar charts;	<b>On Reserve:</b> readings for Week 4: Guide to using networks pages 1-4; Networks and Performance Networks pages 1-22, Guide to using bar/responsibility charts pages 1-5.	<b>Assignment due Wednesday, Feb. 16, by noon:</b> <b>draft student project design matrix, in instructor's mailbox in PSC office – LA 350</b> Bring pencil and eraser to class!
Week 5 Feb. 24	Overview of Financial Management; Balance Sheets, asset, liability, net asset, permanent and temporarily restricted, and unrestricted income; Accounting basics, "in the red," "in the black;" cash and accrual; internal controls; role of the board in financial matters; financial position	<b>On Reserve:</b> <u>Streetsmart Financial Basics for Nonprofit Managers</u> , pp. 25-34; pp. 191-208; also <u>The Complete Guide to Nonprofit Management</u> pp. 283-296; <u>Leadership and Program Development</u> , pp. 98-103. <b>Textbook:</b> <u>Secrets of Successful Fundraising</u> : pp. 283-295.	<b>Assignment due Wednesday, Feb. 23, by noon:</b> <b>draft network and bar chart for student project, in instructor's mailbox in PSC office – LA 350</b> <b>Final assignment due in class Thursday: Final student project design matrix</b>

Week 6 March 3	chart of accounts; fund accounting; what a budget is and how to construct one with notes; restricted and unrestricted funds in context of budget; How to read monthly income and expenditure spreadsheets; Calculating Cash flow; admin. costs, personnel benefits; fixed and variable costs;	<b>On Reserve:</b> <u>Leadership and Program Development</u> pp. 91-97; <u>Streetsmart Financial Basics for Nonprofit Manager</u> , pp. 101-116; pp. 129-152. <b>Textbook:</b> <u>Grassroots Grants</u> : pp. 51-54. (section on budgeting)	<b>Assignment due Thursday, March 3, in class:</b> <b>Final student project network and responsibility bar chart</b>
Week 7 March 10	Financial management and government grants; Audits and materiality; IRS 990 forms and other reporting; financial position and statements revisited; review for exam	<b>On Reserve:</b> <u>The "How-to Grants Manual"</u> pp. 142-149; <u>The Complete Guide to Nonprofit Management</u> pp. 297-308; <b>Textbook:</b> <u>Grassroots Grants</u> : pp. 186-196. (chapter on reporting to funders)	<b>Assignment due Wednesday, March 9, by noon:</b> <b>cash flow exercise</b> , in instructor's mailbox in Political Science office – LA 350
Week 8 March 17	<b>Exam: Financial management</b>		<b>Assignment due in class, Thursday, March 17:</b> <b>draft budget for student project;</b> <b>Final Exam: Financial management</b> Grant proposal assignment distributed
Week 9 March 24	Spring Break		
Week 10 March 31	Introduction to Foundations and Grantwriting; letter of inquiry, organizational history, problem statement, goals and objectives, strategy and implementation, timeline, and budget with notes	<b>Textbooks:</b> <u>Grassroots Grants</u> : pages 1-98; sections of pages 99-127 relevant to the proposal components listed as topics for this week; <u>Secrets of Successful Fundraising</u> : pages 153-172 <b>On Reserve:</b> <u>The How To Grants Manual</u> , pp. 192-202	
Week 11 April 7	Discussion/critique of draft letters of inquiry; critique sample proposal components in textbook: organizational history, problem statement, goals and objectives, strategy and implementation, timeline	<b>Textbook:</b> <u>Grassroots Grants</u> : selected examples from pages 128-179 (see grant proposal assignment for details) <b>On Reserve:</b> <u>The "How To" Grants Manual</u> , pp. 6-10, pp. 29-34;	<b>Assignment due by noon, Wed. , April 6:</b> <b>draft letter of inquiry for student project</b> , in instructor's mailbox in Political Science office – LA 350
Week 12 April 14	Critique of student drafts; Discussion of: application form, evaluation, personnel, cover letter; role of grants in larger framework of fundraising	<b>Textbook:</b> <u>Grassroots Grants</u> , sections of pages 99-127 relevant to proposal components listed as topics for this week; selected examples from pages 128-179 (see grant proposal assignment for details); also pp. 180-185, and 197-204.	<b>Assignment due by noon, Wed. April 13:</b> <b>copy of first batch of draft grant documents</b> to all other group members and to instructor's mailbox in Political Science office – LA 350 (See assignment sheet for details)

Week 13 April 21	Critique of drafts; Introduction to Fundraising; Board involvement, feasibility, planning, philosophy, Fundraising plan;	<b>Textbooks:</b> <u>Secrets of Successful Fundraising</u> , pp. 15-99; <b>On Reserve:</b> <u>The Relentlessly Practical Guide to Raising Serious Money</u> , pp. 19-27; <u>The "How To" Grants Manual</u> , pp. 157-159;	<b>Assignment due by noon, Wed. April 20: copy of second batch of draft grant documents</b> to all other group members and to instructor's mailbox in Political Science office – LA 350 (see assignment sheet for details) Project fundraising plan assignment distributed
Week 14 April 28	Fundraising Tools: special events; mail solicitation; planned giving; soliciting donors; government grants;	<b>Textbook:</b> <u>Secrets of Successful Fundraising</u> , pp. 103-152; 173-194 <b>On Reserve:</b> <u>The "How To" Grants Manual</u> pp. 91-134; 139-141	<b>Final assignment due in class on Thursday: Entire project grant application</b> Grad students: Presentation of fundraising techniques
Week 15 May 5	Fundraising Tools continued: corporate giving; cause marketing; internet; newsletters; alliances; donor recognition	<b>Textbook:</b> <u>Secrets of Successful Fundraising</u> , pp. 195-214; 215-244; 263-347	Optional: draft of student project fundraising plan due in instructor's mailbox by noon on Wednesday, May 4; Grad students: Presentation of fundraising techniques
Week 16 Exam week	Final Fundraising plan due; Check-in on student project status; summary of interdependence of project planning, fundraising, and financial management; class evaluation		<b>Note:</b> Final class time TBA – <b>Assignments due at time of final class meeting:</b> <b>1. Final Fundraising Plan; 2. brief update on student project status</b> (for presentation in class)